August 1990

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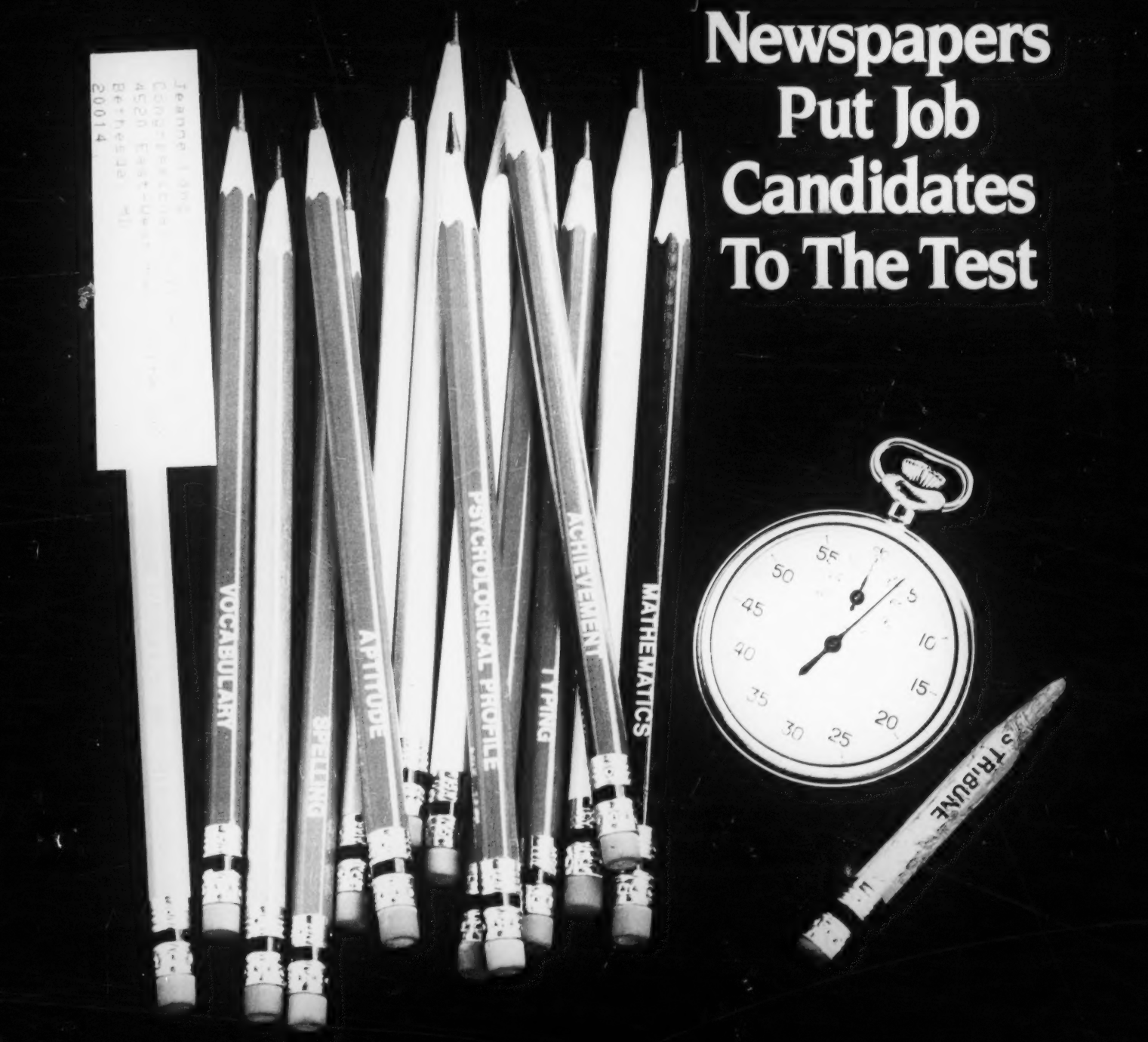
Presstime

The Journal of the American Newspaper Publishers Association

Newspapers Put Job Candidates To The Test



presstime

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Special Report *Job applicants at most newspapers no longer can hope to get hired by "charming the supervisor" who interviews them, say human resources experts. Tests and formal evaluations are growing more popular. They range from elementary-level grammar checks to sophisticated psychological probes designed to demonstrate the character of those being tested, their capabilities and their potential. Other executives, however, trust another kind of test: whether job candidates can look them in the eye. And even the most ardent proponents say testing is but one tool to use in personnel selection.* **14**

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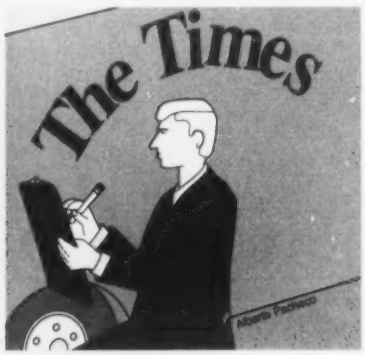

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CHAIRMAN'S CORNER

A way to expand your circulation and readership

Your ANPA Board of Directors identified "the need to increase market penetration and reach varied demographic segments" as one of the key issues for our Association to address in the 1990s.

This should come as no surprise, because our most recent membership survey and the one that preceded it several years ago identified the corrosion of readership and circulation as our industry's No. 1 problem.

In response to the membership, Chairman John Curley's Circulation and Readership Committee has presented to our industry a major new tool titled "A Way to Win: Strategies to Evaluate and Improve Your Readership and Circulation."

Lloyd G. Schermer

This excellent report came from our Readership and Circulation Assessment Team: William J. Keating, Seymour Topping, Virginia Dodge Fielder, Michelle Foster, Harold F. Woldt Jr. and Joe Junod.

This report is, quite simply, our best-ever tool for real-world assessment and action.

At a recent board meeting, John Curley pointed out that this report deals with the nuts and bolts of how to build readership and circulation. He was concerned that much of its valuable content will not be used down in our organizations where the work is being done.

What matters most, as our industry builds circulation and readership, is not national statistics but local effectiveness in each newspaper market, one by one. The report contains an analysis of strategic operations that every newspaper can embrace. It shows us how—better than ever—to know our markets, know ourselves and then do the right thing in ways that have already been proven.

It recommends a holistic management concept in which the publisher leads, but also in which ideas result from team analysis and challenging goals emerge from team action. It gives us "10 vital signs" of newspaper business health that each of us should monitor as we methodically make our newspapers better and as we adjust to our ever-changing markets.

It reminds us that there are differentiated markets we must know and serve *within* each community, and that society evolves faster than we usually react. So if you last reviewed content and design only a few years ago, it is probably needed again.

It begs us to make our newspapers customer-driven, admonishing that we hold off slogans about quality until we are performing with quality every day. It cautions us to use research for strategic reasons and to launch new total-information-company products for long-term reasons, not just to meet short-term goals.

No matter how good we think we are, there is a management lesson from the "A Team" for each of us. This report is no esoteric exercise of theories. It's based on proven facts, experience and results.

All we have to do is use it.

Lloyd G. Schermer

Lloyd G. Schermer
ANPA Chairman

NEWSPAPERS CAN CAPITALIZE ON CHANGES IN National Advertising

BY JAMES DUNAWAY

Scores of news stories have been written about the changes taking place in the advertising agency business since the mid-1980s: about the birth of mega-agencies through mergers and acquisitions, about the computerization of media buying and the downsizing of agencies' media departments, about new compensation arrangements based on fees or sales results rather than the time-honored 15-percent commission.

Yet for newspapers, observers say, these upheavals have little or no significance. The really important changes, for newspapers, are taking place not on Madison Avenue but in the marketing departments of major advertisers and in the rapidly changing structure of the mass media.

The three key trends are:

- The growing regionalization of marketing budgets for major consumer brands and the parallel growth of newspaper networks
- The re-emergence of media selection as a strategic marketing function
- The increasing number of multimillion-dollar, multimedia group buys originated by the new giant media companies to meet specific marketing needs of specific major advertisers.

The first two of these trends can—in theory at least—help newspapers increase their share of national advertising. The effects of the third one depend on the willingness of newspapers to adopt more aggressive sales tactics and to get involved in the kind of wheeling and dealing on rates that characterizes the operations of media conglomerates like Time Warner, News Corp. and Westinghouse Broadcasting.

A closer look shows how newspapers are affected by each of these three major trends.

REGIONALIZATION, NETWORKS. Since Campbell Soup allotted $5 million for an experiment in regional marketing in 1986 [**presstime**, Jan. 1988, p. 10], a number of companies, especially food companies, have moved strongly in the same direction. To name just a few: Coca-Cola Foods, Borden Pasta, Quaker, General Foods Frozen Foods and Interstate Brands.

The Journal Newspapers of Springfield, Va., create and produce Campbell Soup Co. advertisements that have appeared in some 20 papers throughout the Mid-Atlantic region.

Campbell is fully committed. Not only has the company increased the annual budget for regional marketing from $5 million to $91 million in four years, but it also has reorganized into 22 marketing regions. Each has its own marketing management, its own budget and the authority to decide, within corporate objectives, how to spend marketing dollars.

As a result, Campbell is buying a lot more newspaper space. Herbert M. Baum, president of Campbell North America, points to a full-page newspaper ad for a multimarket promotion with IGA (4,400 independent grocery stores) featuring 14 different Campbell product lines under nine different brand names. "I can't think of any other medium which could even attempt to handle this much advertising at one shot, at any price," Baum comments.

"It isn't just a Campbell phenomenon," says Craig C. Standen, president of the Newspaper Advertising Bureau and soon to be vice president/marketing and advertising at Scripps Howard. "We're seeing it in many national advertisers from different fields. Chevrolet, for example, might be having a big push for pickup trucks in one part of the country and four-door sedans in another. Major companies marketing on a less than national basis should spell big opportunity for newspapers, because we are a local medium. And when you marry a number of papers together, we become a powerful regional medium. This clearly plays into our strength."

Robert W. Keim, executive vice president of Landon Associates, which represents several hundred newspapers for national advertising, adds, "There isn't a class of business with a major player that hasn't regionalized. Seagram's is the most recent one."

The change is long-range, Keim believes. "Regionalization of budgets has caused a restructuring of entire companies. They're committed to regional marketing."

One important result of the trend toward regional marketing has been the rapid growth of newspaper networks. They were first formed in the late 1960s when suburban dailies combined to compete with metro papers for national ads. Then in the 1980s, competition from mass-mailer Advo-System Inc. for ad-insert business drove newspapers in many parts of the country to form *ad hoc* combinations based on particular advertisers' distribution needs.

"There are 300 wired networks right now," says Keim, and "new ones are being formed all the time. . . . Networks are being created every day for specific sales opportunities."

Among the permanently established networks is the 3½-month-old Florida News-

Dunaway, formerly vice president/director of information of the Newspaper Advertising Bureau, is president of Dunaway Ink, an editorial and business writing service in Tenafly, N.J.

paper Advertising Network. It encompasses 19 dailies, including all the state's major papers [**presstime**, July 1990, p. 56]. Another newcomer is the Metro Iowa Newspaper Network, anchored by The Des Moines Register and linking newspapers in Cedar Rapids, Davenport, Dubuque, Iowa City, Sioux City and Waterloo.

Just as significant from a national advertising point of view is the recent merger of Million Market Newspapers/Times Mirror National Marketing and Knight-Ridder Newspapers Sales to form Newspapers First, which offers one-order, one-bill access to more than 26 million readers and 16 of the top 30 marketing ADIs, "areas of dominant influence."

The well-publicized efforts of the NAB's National Advertising Sales Committee's sales teams are built around creating newspaper networks designed to help specific advertisers solve specific marketing problems. The committee's biggest success to date is a $15-million campaign for Vantage Cigarettes, currently running in nearly 200 dailies—half of them with circulations under 50,000.

What helped make the buy especially attractive to R.J. Reynolds Tobacco was that the newspaper sales team did all the negotiating for the specific requirements—preferred positions such as sports or weather pages, page exclusivity, etc.—on which the buy was based. "Usually you have to slug it out with the individual newspapers," says Daniel F. Pearson, Reynolds' senior director of media.

Even the head of the National Sales Committee, Lance R. Primis, president of The New York Times, admits that the hardest part of the committee's job is dealing with newspapers.

"When we've requested information from newspapers about positions or the names of people to participate," he says, "it's been difficult to generate enough of the information we need—even with live ad dollars attached to the request—as quickly as we need it."

Still, a growing number of newspaper networks now offer the convenience of one-order/one-bill buying, plus group discounts and/or "value-added merchandising" help in some cases.

And national advertisers, especially consumer goods companies like Campbell that have organized on a regional basis, are showing real interest in newspapers for the first time in years. With food manufacturers and food processors spending only $115 million, a mere 2.4 percent of their $4.7-billion annual ad budgets, for national advertising in newspapers in 1988, these advertisers represent a genuine opportunity for new business.

Newspapers' Leading National Advertising Categories, 1970-88

(Billings shown in millions of dollars; discounts not subtracted)

	1970	1975	1980	1985	1988
1.	Automotive 277	Automotive 176	Tobacco 313	Automotive 673	Automotive 1,033
2.	Foods 112	Transportation 155	Automotive 313	Transportation 605	Transportation 614
3.	Transportation 92	Tobacco 148	Transportation 297	Media 237	Hotels/resorts 276
4.	Alcohol 65	Foods 131	Media 177	Tobacco 204	Media 253
5.	Media 65	Media 83	Foods 166	Hotels/resorts 190	Utilities 253
6.	Hotels/resorts 34	Alcohol 72	Alcohol 103	Utilities 177	Foods 115

Sources: Newspaper Advertising Bureau, Leading National Advertisers

STRATEGIC MEDIA SELECTION. That opportunity is certainly welcome at newspapers, which are largely overlooked when the national advertising buys are made. They are overlooked because, for the last 30 years, media strategy for most ad agencies and most major national advertisers has consisted of buying network television and filling the gaps with spot TV.

At first this was a well-thought-out strategy, but as time went by it became merely a habit. A whole generation of ad-agency account executives and media directors, planners and buyers—and many of their clients—grew up believing television was the only sensible place to put their advertising dollars.

So when cable TV and the other new media of the 1980s began to break up the viewing audience into increasingly smaller fractions, the typical agency media department's reaction was to buy *more* television to compensate for the smaller audiences.

At least partly as a result, the larger advertisers that were investing hundreds of millions of dollars a year in media (thus spending more and more while getting less and less for their money) moved to gain control of the process by appointing in-house media directors.

Today, corporate media directors like Philip Guarascio of General Motors, William H. Lynn of Coca-Cola and Andrea J. Alstrup of Johnson & Johnson are rethinking the media needs of their companies. They're doing what agencies couldn't bring themselves to do: questioning the total reliance on television and examining the various options with an open mind. For the first time in decades, newspapers are being looked at as a viable part of the corporate media picture.

For smaller advertisers, a new breed of consultants is doing the same job. Eugene A. DeWitt, who held the top media job at the McCann-Erickson agency before founding his own firm, DeWitt Media Inc., is one such consultant.

DeWitt believes that more than a few advertisers will like what they see when they take a closer look at newspapers. "A strong case can be made for newspapers today for consumer products," he says. "As the baby boomers reach the middle years, we expect that newspaper readership and circulation will increase, and many advertisers will use newspapers to reach this key population sector."

DeWitt backs his belief with a success story. "We've proven that a heavy advertiser can go from TV to newspapers and increase sales," he says.

"One of our clients had a problem with their agency," DeWitt explains. "They liked the agency, they liked the ads, but sales were going down and they were going to fire the agency. They had been using mostly TV with some newspapers. We recommended that they drop tele-

"Regionalization of budgets has caused a restructuring."

Robert W. Keim
Landon Associates

vision entirely and concentrate on newspapers, and it worked." The agency is now placing ads in more than 400 newspapers, and sales have been going up steadily.

DeWitt says, however, that newspapers are far from perfect as an ad medium. "Because newspaper buys are very labor-intensive, they're one of the most expensive media to use," he notes. "And with agencies cutting back on media department personnel, it's that much harder" to use newspapers.

He points to the formation of Newspapers First as a step in the right direction. "A one-order/one-bill group of that size should make things a lot easier," he says.

To be fair to the agencies, in the last year or two most of the larger ones have assigned individuals or groups to be responsible for the strategic side of media selection. But whether this will lead the agencies, like many of their clients, to an impartial re-evaluation of newspapers remains to be seen. Some people call it window dressing.

MULTIMEDIA GROUP BUYS. Regarding the three major trends, the biggest imponderable for newspaper executives is whether they will get a piece of the action from the newest manifestation of a venerable concept: group buys.

A group buy used to be pretty simple. It involved two or more publications or broadcast stations owned by the same company, usually with a modest discount.

Today, a group buy is just as likely to include several different media and/or several ownerships, like the one put together recently for H.J. Heinz by The Hearst Corp. It included ads in five Hearst magazines, commercials on two cable networks, a cookbook deal offer with a book publisher, advertorials in some of the magazines, and special in-store rack displays with the product and the magazines displayed together.

The entire buy was made "at a price they couldn't get buying piecemeal," according to Mark E. Goldschmidt, Hearst's vice president and director of corporate marketing, who helped assemble the package. Such buys account for 40 percent of Hearst magazines' current ad volume, and the proportion is growing, he says.

An even bigger, more complicated package was developed by Group W Satellite Communications for Coca-Cola. It was built around a concert tour by country singer Randy Travis, who is Coke's spokesperson for its advertising and promotion to the "country" market.

One concert early in the tour was taped for Pay Per View showing on Group W's Request PPV Network, available in 5.2-million households. The PPV showing was promoted as a discount special (buy a 6-pack of Coke, get a discount on the PPV; buy the PPV, get a discount on Coke). The PPV showing was also promoted with spots on Group W's Nashville Network (TNN Cable and TNN Radio, reaching 48 million and 30 million households, respectively), and via a cover story in Country America magazine, which is jointly owned by TNN, Opryland and Meredith Corp. Finally, the PPV concert was simulcast on TNN Radio. Coca-Cola received sponsor identification every time—hundreds of millions, perhaps billions of favorable mentions, apart from the actual commercials.

Next the PPV tape was edited for regular programming use on TNN cable, with heavy promotion on TNN and in Country America—again with Coke sponsorship identification.

"Give me added value . . . better position, more visibility."

Daniel F. Pearson
R.J. Reynolds Tobacco

Then the concert became a Randy Travis home video, with Coca-Cola advertising and sponsor credit. Coke used the video as a promotional premium, and TNN promoted it on cable and radio and in the magazine.

The Hearst and Group W deals have several features in common. They were put together by media companies to fit the specific needs of the advertisers. They were designed to capture the client's promotion dollars as well as advertising dollars, which adds a lot more money to the kitty. They offered extras ("value added") as an integral part of the package. And *they didn't include newspapers.*

Asked why his Heinz package didn't include newspapers, Hearst's Goldschmidt replies, "We have at time tied our magazines and newspapers together. The problem is, newspapers are limited by geography and therefore limited in the products we can use them for." In other words, newspapers don't always fit.

Group W Senior Vice President Lloyd A. Werner says, "We're not in the newspaper business, but if we were doing this kind of combined marketing concept, all the 'tune-in' advertising in the newspapers would be shared.

"I think the majority of business is going to be placed this way by the year 2000," adds Werner. "And I think the media are going to have to combine to give advertisers and marketers what they seek and need. When Time Warner gets its act together, then you'll really see some spectacular deals."

Newspapers have not yet generally adopted the aggressive sales posture needed to assemble and sell this kind of complex multimedia package. But with their market-specific promotional strength and increasing familiarity with putting together networks, there's no reason—except perhaps the rate card—why they can't.

Meantime, what else can newspapers do to get more of the national advertising action?

"Give me added value . . . better position, more visibility," says R.J. Reynolds' Pearson. "Make it easier for me to buy a group of papers, but let me pick the papers."

Primis of The New York Times says: "It will take increased flexibility from our news departments and our publishers. Flexibility in the way the paper is laid out and presented will be the strongest statement we can make to national advertisers, who view our medium as rigid, inflexible and not friendly to national advertisers, even though they often pay much higher prices to place their messages in newspapers.

Newspapers must "continue to find ways to make the medium easier to deal with," agrees Standen of NAB. "But the real opportunity for newspapers, I think, is to come up with creative ideas . . . the kind of ideas we are trying to put together for our team-selling program . . . where you put yourself in the customer's place, find out what his problems and opportunities are, and then put together a program that utilizes newspapers that will help him solve that problem or capitalize on that opportunity."

Campbell Soup's Baum confirms that newspapers can be of more help at the local level. "Because we don't use many local agencies, our regional offices need help in design, layout and sometimes even idea generation. Helping us generate and execute outstanding ideas is money in *your* pockets," he says.

Consultant DeWitt says, "Don't get hung up on the past." He believes agencies and especially advertisers are more open to new media ideas today than they have been for many years. "Reassess the market," he advises, "and go in aggressively." □

Dailies' annual consumption increases

Daily newspapers in the United States consumed 9,076,642 metric tons of newsprint in 1989, 0.3 percent more than in 1988, according to ANPA's annual state-by-state survey of dailies' consumption.

The new survey also shows that Utah had the largest percentage increase between 1988 (33,734 tons) and 1989 (36,624, 8.6 percent). Next highest were Delaware and South Carolina (7.9 percent each), North Dakota (6.5 percent), Alaska (5.1 percent), California and New Mexico (4.6 percent each).

California recorded the biggest increase in actual tonnage, 59,291, and it led the nation in total consumption—1,357,174 tons, 15 percent of the national total.

There were net decreases in consumption in 18 states. New Jersey had the largest percentage decrease, 8.7 (33,920 tons).

Regionally, the Northeast recorded the only decrease in newsprint use between 1988 (2,296,960 tons) and 1989 (2,178,921)—a drop of 5.1 percent.

The annual ANPA survey [**presstime**, Aug. 1989, p. 47] covered 1,719 general-circulation daily newspapers as well as some foreign-language, college and special-service dailies such as trade newspapers. Together, they accounted for 74.1 percent of 1989's estimated newsprint consumption by all U.S. users of 12,241,000 tons, a decrease of 0.03 percent from 1988's figure of 12,245,000 tons.

The 0.3-percent increase in consumption by U.S. dailies supersedes a preliminary estimate that had indicated an increase of 1.4 percent [**presstime**, March 1990, p. 60]. The preliminary estimate was derived from data supplied by newspapers in ANPA's statistical sample. The new consumption report was based on a survey of every U.S. daily newspaper. □

State-by-state newsprint consumption by U.S. daily newspapers*

	1989	1988	% change		1989	1988	% change
Alabama	76,468	74,994	2.0	Montana	12,907	12,418	3.9
Alaska	17,649	16,792	5.1	Nebraska	47,455	46,152	2.8
Arizona	138,981	138,847	0.1	Nevada	48,318	46,663	3.6
Arkansas	64,036	63,744	0.5	New Hampshire	22,185	23,409	-5.2
California	1,357,174	1,297,883	4.6	New Jersey	357,868	391,788	-8.7
Colorado	176,673	180,904	-2.3	New Mexico	27,984	26,764	4.6
Connecticut	111,473	116,945	-4.7	New York	880,766	934,795	-5.8
Delaware	18,685	17,322	7.9	North Carolina	167,303	171,469	-2.4
District of Columbia	266,360	260,082	2.4	North Dakota	13,212	12,412	6.5
Florida	631,263	613,696	2.9	Ohio	338,815	338,555	0.1
Georgia	213,731	209,790	1.9	Oklahoma	71,765	71,646	0.2
Hawaii	29,867	28,812	3.7	Oregon	98,111	94,170	4.2
Idaho	15,480	15,371	0.7	Pennsylvania	419,962	423,572	-0.9
Illinois	448,539	451,592	-0.7	Rhode Island	42,784	44,155	-3.1
Indiana	151,346	149,188	1.5	South Carolina	78,307	72,606	7.9
Iowa	73,226	72,435	1.1	South Dakota	11,222	10,843	3.5
Kansas	41,550	41,464	0.2	Tennessee	120,398	121,824	-1.2
Kentucky	69,779	70,253	-0.7	Texas	666,048	637,395	4.5
Louisiana	105,909	109,475	-3.3	Utah	36,624	33,734	8.6
Maine	26,623	27,934	-4.7	Vermont	9,291	9,369	-0.8
Maryland	129,580	124,154	4.4	Virginia	146,881	146,644	0.2
Massachusetts	307,969	324,994	-5.2	Washington	144,674	139,229	3.9
Michigan	329,981	322,040	2.5	West Virginia	31,578	31,381	0.6
Minnesota	134,952	135,277	-0.2	Wisconsin	129,990	130,485	-0.4
Mississippi	35,201	35,092	0.3	Wyoming	5,533	5,962	-7.2
Missouri	174,166	173,852	0.2				
				Total	9,076,642	9,050,472	0.3

Regional newsprint consumption by U.S. daily newspapers*

	1989		1988		
	Number of newspapers	Consumption	Number of newspapers	Consumption	% change
Northeast	293	2,178,921	299	2,296,960	-5.1
North Central	545	1,894,454	549	1,884,295	0.5
South	573	2,893,292	582	2,831,667	2.2
West	308	2,109,975	309	2,037,550	3.6
Total	1,719	9,076,642	1,739	9,050,472	0.3
Total consumption by *all* U.S. users		12,241,000		12,245,000	-0.03

*Metric tons

Smurfit consolidates

Jefferson Smurfit Corp., its affiliate Container Corp. of America, and Smurfit Newsprint Corp. said they are "streamlining" the structure of their nationwide recycling operations into a new organization called Smurfit Recycling Co.

The company has 47 plants and regional sales offices in 15 states and claims to be the largest waste-paper collector and recycler in the United States. □

All-user consumption is up 3.2 percent for May, 0.8 percent for year

Newsprint consumption by all users was an estimated 1,070,232 metric tons in May 1990, an increase of 3.2 percent from the previous May's level.

For the first five months of 1990, total U.S. newsprint consumption was 5,060,878 tons, an increase of 0.8 percent over the amount used in the same period of 1989.

U.S. daily newspapers in May consumed 793,154 tons, 1.7 percent more than in May 1989. For the first five months, dailies' consumption increased 0.7 percent to 3,790,126 tons.

Newsprint inventories for newspapers in ANPA's statistical sample averaged a 40-day supply, compared with a 41-day supply in May 1989. Stocks of North American mills decreased 19.4 percent from the previous May.

Canadian newsprint mills operated at 97 percent of rated capacity in May and at 94 percent for the year to date. U.S. mills operated at 94.5 percent and 96.7, respectively.

May production in the United States increased 8.1 percent, while Canadian production increased 2 percent.

Worldwide newsprint shipments from Canadian mills in May increased 2.2 percent. Shipments to the United States increased 7 percent, and within Canada they increased 17.9 percent.

Overseas shipments decreased 22.9 percent.

Total newsprint shipments from the United States were 8.5-percent higher than in May '89. Domestic shipments increased 12.5 percent and shipments overseas decreased 30.5 percent. □